



TMC

TMC INSTITUTE

Strategic Plan

2021–2026

Strategy at a Glance

From institutional foundation to
sustainable, quality-focused growth

The Global Academy that
develops leaders of tomorrow

Summary of the Plan approved and effective 25 October 2021

2021

Institutional
foundation

2026

Sustainable,
quality-focused
growth

Who We Are & Strategic Direction

A new institution in 2021, with an internationally oriented direction

APRIL

2021

TMCI founded

Wholly owned by Advanced Investment Holdings Pte Ltd, Singapore.

The same company owns TMC Academy Pte Ltd, founded in 1981.

Every Step with You

VISION

The Global Academy that develops leaders of tomorrow

MISSION

Delivering future-ready and industry relevant courses

VALUES

Harmony • Innovation • Integrity • Professionalism

CULTURE

A professional and innovative organization that promotes integrity and harmony amongst students and staff.

Strategic journey: foundation → capability → sustainable growth

Our Strategic Context

The Plan's 2021 assessment connects opportunities with institutional capacity

Political / regulatory

A developing higher education environment

Economic

Affordability, costs and currency conditions

Social / demographic

Demand for accessible, employment-relevant education

Technological

Digital learning and reliable information systems

Legal

Controlled policies, approvals and records

Educational / competitive

Quality, relevance, price and student experience

S

Strengths

Group experience, a clear founding vision, an established first cohort and agile leadership.

W

Weaknesses

New systems, limited institutional history, immature data and small teams.

O

Opportunities

Uzbek- and Russian-medium provision, a leading UK partner, digital delivery and employer engagement.

T

Threats

Competition, regulatory change, recruitment volatility, staff scarcity and financial pressure.

Growth must be matched by investment in governance, people, quality systems, data and facilities.

Our Strategic Pillars

Academic quality, student success and responsible institutional growth



P1

Academic Excellence and Quality Assurance

STRATEGIC AIM

Assure relevant programmes, effective teaching, fair assessment and continuous academic improvement.

- Core academic policies and an annual quality calendar.
- Curriculum review, lecturer observation, moderation and results analysis.

PROGRAMME REVIEW COMPLETION

2026 target: 100% of due reviews



P2

Student Experience, Support and Success

STRATEGIC AIM

Provide accessible services and a coherent student journey that supports retention, progression and graduate outcomes.

- Consistent onboarding, advising, complaints and wellbeing support.
- Surveys, early intervention, career guidance and graduate tracking.

AVERAGE STUDENT SATISFACTION

2026 target: ≥90%



P3

Sustainable Growth and Market Development

STRATEGIC AIM

Expand market share through credible programmes, accurate communication and financially responsible recruitment.

- Evidence-based recruitment and approved programme information.
- Develop TMCI-awarded Uzbek- and Russian-medium programmes, subject to academic, regulatory and financial approvals.

NEW STUDENT ENROLMENT AGAINST APPROVED PLAN

2026 target: ≥95% of plan

Our Strategic Pillars

People, accountable governance and sustainable resources



P4

People and Organisational Capability

STRATEGIC AIM

Recruit, develop and retain capable staff while building a professional, innovative, harmonious and ethical culture.

- Workforce and succession planning, induction and development.
- Annual objectives and performance reviews, with staff feedback and retention analysis.

PERFORMANCE REVIEW COMPLETION

2026 target: 100%



P5

Corporate Governance, Leadership and Institutional Effectiveness

STRATEGIC AIM

Develop clear authority, oversight, accountability, policy control and strategic decision-making proportionate to TMCI's growth.

- Clear delegated authority, controlled policies and documented decisions.
- Plan a Supervisory Board, subject to Sole Participant approval, and evaluate institutional effectiveness.

SUPERVISORY BOARD DEVELOPMENT MILESTONE

2024: proposal/decision; establish if approved



P6

Financial Sustainability and Resource Management

STRATEGIC AIM

Align budgets and resource decisions with strategic priorities while maintaining prudent controls and institutional resilience.

- Map budget proposals to strategic objectives and expected benefits.
- Monitor cash flow and variance, with reviews of material investments.

BUDGET MAPPED TO STRATEGIC OBJECTIVES

2026 target: 100% (material lines)

Our Strategic Pillars

Reliable systems and environments, purposeful partnerships and improvement



Digital Transformation, Data and Information Management

P7

Build reliable systems and information for learning, reporting and evidence-based decisions.

- Data ownership, definitions and validated reporting.
- Integrated systems, access controls, backup and recovery.

Annual analytical reports completed
2026 target: all due



Infrastructure and Learning Environment

P8

Provide safe, accessible and fit-for-purpose environments aligned with enrolment and programme needs.

- Annual capacity, utilisation and learning-resource reviews.
- Inspections, maintenance, safety and accessibility actions.

High-risk safety actions closed on time
2026 target: 100%



International Partnerships and Industry Engagement

P9

Use well-governed academic, international and employer relationships to enhance relevance, opportunity and institutional capability.

- Seek a leading UK university partnership, subject to agreement and regulatory approval.
- Employer input, projects and employability evidence.

Leading UK university partnership
2026: launch/outcomes reviewed subject to approvals



Stakeholder Engagement and Improvement

P10

Gather, analyse and act on stakeholder feedback through documented decisions and communication.

- A stakeholder framework and engagement calendar.
- Record actions, check effectiveness and communicate closure.

Stakeholder feedback actions closed
2026 target: ≥90%

Strategic Roadmap 2021–2026

Planned milestones in the approved 2021 strategy



2024 governance milestone: establish or activate a Supervisory Board only if approved by the Sole Participant.

Measuring Success

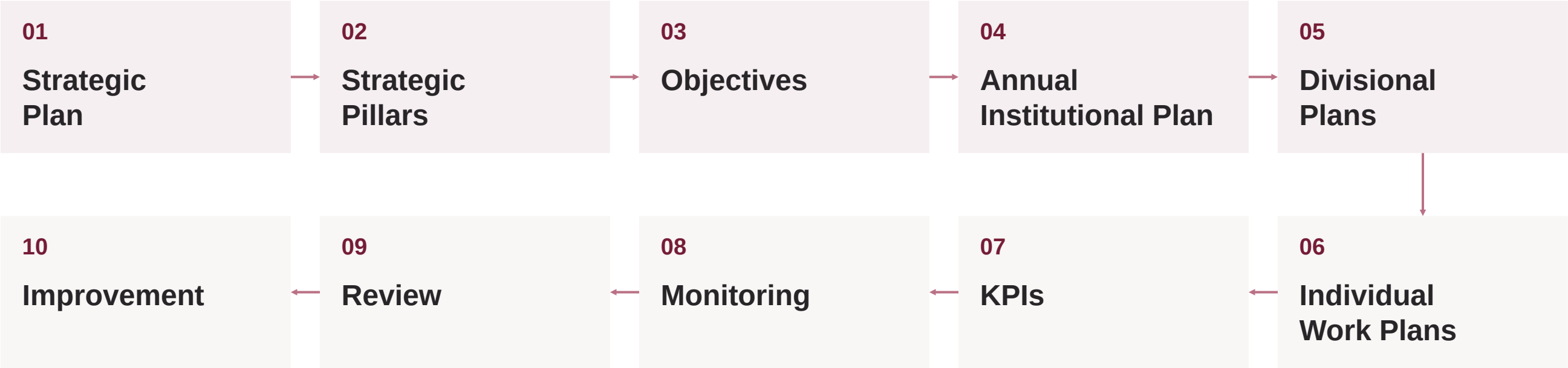
Selected 2026 strategic targets. These figures are not reported achievements.

Average student satisfaction ≥90%	Student satisfaction with quality of teaching ≥90% or justified benchmark	Examination/module pass rate ≥90% or programme benchmark	Student attrition rate ≤6% or justified cohort target
Progression / completion rate Programme targets achieved 2026 target wording	Staff satisfaction ≥85% or justified target	Staff retention rate ≥85% or justified target	Performance review completion 100%
Strategic objectives on track ≥90% / explained	Budget mapped to strategic objectives 100% Material budget lines	Leading UK university partnership for international programmes Launch/outcomes reviewed subject to approvals	Stakeholder feedback actions closed ≥90%

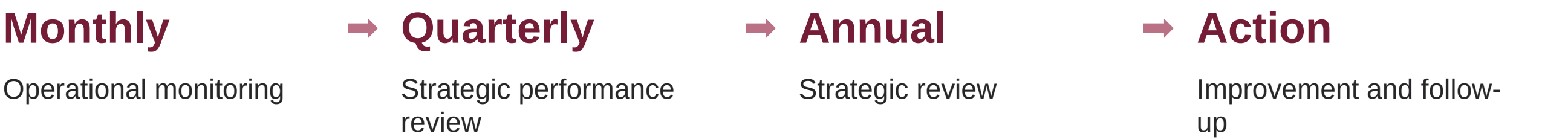
Where baselines were unavailable, measures and targets were to be validated and approved through annual planning.
Staff retention target revised to ≥85% for this summary.

How Strategy Becomes Action

Accountability runs from institutional direction to individual work and verified improvement



Monitoring and review cycle



Mid-term review: 2023/2024 • End-of-plan review: 2026

Underperformance requires corrective action, an owner and a deadline. Completion is verified and effectiveness checked where feasible. Overdue or high-risk matters are escalated.

Our Direction

TMCI's Plan connects capable people and reliable systems with academic quality, student success and sustainable institutional growth.



Future-ready education, international engagement and continuous improvement remain central to this direction.

The Global Academy that develops leaders of tomorrow

Public summary of TMCI-SP-2021-01, Version 1.0. Plan period: 25 October 2021–31 December 2026. The official Strategic Plan, approved and effective 25 October 2021, remains the controlling document.



TMC

TMC INSTITUTE

Strategik reja 2021–2026

Strategiyaga qisqacha nazar

O'ZBEKCHA TARJIMA

Muassasa poydevoridan
sifatga yo'naltirilgan barqaror o'sish sari

Ertangi kun yetakchilarini
tarbiyalaydigan global akademiya

2021

Muassasa
poydevori

2026

Sifatga
yo'naltirilgan
barqaror o'sish

Biz haqimizda va strategik yoʻnalish

2021-yilda tashkil etilgan, xalqaro yoʻnalishni tanlagan muassasa

APREL

2021

TMCI tashkil etildi

Toʻliq Singapurdagi Advanced Investment Holdings Pte Ltd kompaniyasiga tegishli.

1981-yilda tashkil etilgan TMC Academy Pte Ltd ham shu kompaniyaga tegishli.

Har qadamda siz bilan

KELAJAK MAQSADI

Ertangi kun yetakchilarini tarbiyalaydigan global akademiya

MISSIYA

Kelajak talablariga tayyor, soha ehtiyojlariga mos taʼlim dasturlarini taqdim etish

QADRIYATLAR

Hamjihatlik • Innovatsiya • Halollik • Professionallik

MADANIYAT

Talabalar va xodimlar orasida halollik va hamjihatlikni targʻib etuvchi professional va innovatsion tashkilot.

Strategik yoʻl: poydevor → salohiyat → barqaror oʻsish

Strategiyamiz shakllanadigan sharoit

Rejadagi 2021-yil tahlili imkoniyatlarni muassasa salohiyati bilan bog'laydi

Siyosiy / tartibga solish

Rivojlanayotgan oliy ta'lim muhiti

Iqtisodiy

To'lov imkoniyati, xarajatlar va valyuta sharoiti

Ijtimoiy / demografik

Keng omma uchun qulay, bandlikka mos ta'limga talab

Texnologik

Raqamli ta'lim va ishonchli axborot tizimlari

Huquqiy

Nazoratdagi ichki qoidalar, tasdiqlar va qaydlar

Ta'lim / raqobat

Sifat, dolzarblik, narx va talabalik tajribasi

S

Kuchli tomonlar

Kompaniyalar guruhi tajribasi, aniq dastlabki maqsad, ilk talabalar guruhi va moslashuvchan rahbariyat.

W

Zaif tomonlar

Yangi tizimlar, qisqa faoliyat tarixi, yetarlicha shakllanmagan ma'lumotlar va kichik jamoalar.

O

Imkoniyatlar

O'zbek va rus tillarida ta'lim, Buyuk Britaniyadagi yetakchi hamkor, raqamli ta'lim va ish beruvchilar bilan hamkorlik.

T

Tahdidlar

Raqobat, tartibga solishdagi o'zgarishlar, qabul beqarorligi, xodimlar tanqisligi va moliyaviy bosim.

O'sishga mos ravishda boshqaruv, xodimlar, sifat tizimlari, ma'lumotlar va infratuzilmaga sarmoya kiritilishi lozim.

Strategik ustuvor yoʻnalishlarimiz

Taʼlim sifati, talabalar muvaffaqiyati va muassasaning masʼuliyatli oʻsishi



P1

Akademik mukammallik va sifatni taʼminlash

STRATEGIK MAQSAD

Dolzarb dasturlar, samarali oʻqitish, adolatli baholash va uzluksiz akademik takomillashuvni taʼminlash.

- Asosiy akademik qoidalar va yillik sifat tadbirlari taqvim.
- Oʻquv dasturini koʻrib chiqish, darslarni kuzatish, baholashni muvofiqlashtirish va natijalar tahlili.

DASTURLARNI KOʻRIB CHIQISHNI YAKUNLASH

2026-yil maqsadi: muddati kelgan koʻrib chiqishlarning 100%i



P2

Talabalik tajribasi, koʻmak va muvaffaqiyat

STRATEGIK MAQSAD

Talabalarni saqlab qolish, oʻqishda ilgarilash va bitiruvchilar natijalarini qoʻllab-quvvatlovchi qulay xizmatlar hamda izchil taʼlim yoʻlini taʼminlash.

- Izchil moslashtirish, maslahat, shikoyatlarni koʻrib chiqish va farovonlikni qoʻllab-quvvatlash.
- Soʻrovlar, erta koʻmak, kasbiy yoʻnaltirish va bitiruvchilar faoliyatini kuzatish.

TALABALARNING OʻRTACHA QONIQLASHI

2026-yil maqsadi: $\geq 90\%$



P3

Barqaror oʻsish va bozorni rivojlantirish

STRATEGIK MAQSAD

Ishonchli dasturlar, aniq axborot va moliyaviy masʼuliyatli qabul orqali bozor ulushini kengaytirish.

- Dalillarga asoslangan qabul va dasturlar haqida tasdiqlangan axborot.
- Akademik va moliyaviy tasdiqlar hamda vakolatli organlar roziligi sharti bilan TMCI diplomi beriladigan oʻzbek va rus tillaridagi dasturlarni ishlab chiqish.

YANGI TALABALAR QABULI: TASDIQLANGAN REJAGA NISBATAN

2026-yil maqsadi: rejaning $\geq 95\%$ i

Strategik ustuvor yoʻnalishlarimiz

Xodimlar, hisobdor boshqaruv va barqaror resurslar



P4

Xodimlar va tashkiliy salohiyat

STRATEGIK MAQSAD

Malakali xodimlarni jalb etish, rivojlantirish va saqlab qolish, professional, innovatsion, hamjihat va axloqiy madaniyatni shakllantirish.

- Kadrlar va vorislikni rejalashtirish, ishga moslashtirish va rivojlantirish.
- Yillik maqsadlar va faoliyat baholashlari, xodimlar fikri hamda xodimlarni saqlab qolish tahlili.

FAOLIYATNI BAHOLASHNI YAKUNLASH

2026-yil maqsadi: 100%



P5

Korporativ boshqaruv, rahbarlik va muassasa samaradorligi

STRATEGIK MAQSAD

TMCI oʻsishiga mos aniq vakolatlar, nazorat, hisobdorlik, ichki qoidalar nazorati va strategik qarorlar qabul qilishni rivojlantirish.

- Aniq berilgan vakolatlar, nazoratdagi ichki qoidalar va hujjatlashtirilgan qarorlar.
- Yagona ishtirokchi tasdiqlashi sharti bilan Kuzatuv kengashini rejalashtirish va muassasa samaradorligini baholash.

KUZATUV KENGASHINI SHAKLLANTIRISH BOSQICHI

2024: taklif/qaror; tasdiqlansa, tashkil etish



P6

Moliyaviy barqarorlik va resurslarni boshqarish

STRATEGIK MAQSAD

Budjet va resurslarga oid qarorlarni strategik ustuvorliklarga moslashtirish, ehtiyotkor nazorat va muassasa bardoshlilikini saqlash.

- Budjet takliflarini strategik maqsadlar va kutilayotgan foydalar bilan bogʻlash.
- Pul oqimi va rejadani ogʻishlarni kuzatish, muhim investitsiyalarni koʻrib chiqish.

BUDJETNING STRATEGIK MAQSADLARGA BOGʻLANISHI

2026-yil maqsadi: 100% (muhim moddalar)

Strategik ustuvor yoʻnalishlarimiz

Ishonchli tizim va muhit, maqsadli hamkorlik va takomillashuv



Raqamli transformatsiya, maʼlumot va axborotni boshqarish

P7

Taʼlim, hisobot va dalillarga asoslangan qarorlar uchun ishonchli tizim va axborot yaratish.

- Maʼlumotlar uchun masʼullik, taʼriflar va tekshirilgan hisobotlar.
- Yaxlit tizimlar, kirish nazorati, zaxira nusxalar va tiklash.

Yillik tahliliy hisobotlarni tayyorlash
2026-yil maqsadi: muddati kelgan barchasi



Infratuzilma va taʼlim muhiti

P8

Talabalar soni va dastur ehtiyojlariga mos, xavfsiz, qulay va maqsadga muvofiq muhit yaratish.

- Sigʻim, foydalanish va taʼlim resurslarini har yili koʻrib chiqish.
- Tekshiruv, texnik xizmat, xavfsizlik va qulaylik choralari.

Yuqori xavflarga oid xavfsizlik choralarini vaqtida bajarish
2026-yil maqsadi: 100%



Xalqaro hamkorlik va soha bilan aloqalar

P9

Puxta boshqariladigan akademik, xalqaro va ish beruvchilar bilan aloqalar orqali dolzarblik, imkoniyat va institut salohiyatini oshirish.

- Kelishuv va vakolatli organlar tasdigʻi sharti bilan Buyuk Britaniyaning yetakchi universiteti bilan hamkorlikka intilish.
- Ish beruvchilar fikri, loyihalar va ishga joylashish salohiyatiga oid dalillar.

Buyuk Britaniyaning yetakchi universiteti bilan hamkorlik
2026: tasdiqlar sharti bilan ishga tushirish holati/natijalar tahlili



Manfaatdor tomonlar bilan aloqalar va takomillashuv

P10

Manfaatdor tomonlar fikrini yigʻish, tahlil qilish va hujjatlashtirilgan qarorlar hamda muloqot orqali choralar koʻrish.

- Manfaatdor tomonlar bilan ishlash tizimi va muloqot taqvimini.
- Choralarni qayd etish, samarasini tekshirish va bajarilganini bildirish.

Manfaatdor tomonlar fikri boʻyicha choralarni bajarish
2026-yil maqsadi: $\geq 90\%$

2021–2026-yillar strategik yo‘l xaritasi

2021-yilda tasdiqlangan strategiyaning rejalashtirilgan bosqichlari



2024-yil boshqaruv bosqichi: Kuzatuv kengashini faqat Yagona ishtirokchi tasdig‘i bilan tashkil etish yoki faoliyatini boshlash.

Muvaffaqiyatni baholash

2026-yil uchun tanlangan strategik maqsadli ko'rsatkichlar. Bu raqamlar erishilgan natijalar emas.

Talabalarning o'rtacha qoniqish darajasi

≥90%

Talabalarning o'qitish sifatidan qoniqishi

≥90%

yoki asoslangan mezon

Imtihon/moduldan o'tish darajasi

≥90%

yoki dastur mezoni

Talabalar safidan chiqish darajasi

≤6%

yoki asoslangan guruh maqsadi

Bosqichdan o'tish / bitirish darajasi

Dastur ko'rsatkichlariga erishish

2026-yil maqsadi ifodasi

Xodimlarning qoniqishi

≥85%

yoki asoslangan maqsad

Xodimlarni saqlab qolish darajasi

≥85%

yoki asoslangan maqsad

Faoliyatni baholashni yakunlash

100%

Reja bo'yicha bajarilayotgan strategik maqsadlar

≥90%

/ izohi berilgan

Budjetning strategik maqsadlarga bog'lanishi

100%

Muhim budjet moddolari

Xalqaro dasturlar uchun Britaniyaning yetakchi universiteti bilan hamkorlik
Ishga tushirish holati/ natijalar tahlili

tasdiqlar sharti bilan

Manfaatdor tomonlar fikri bo'yicha choralarni bajarish

≥90%

Boshlang'ich ma'lumotlar bo'lmaganda, o'lchovlar va maqsadli ko'rsatkichlarni yillik rejalashtirishda tekshirish va tasdiqlash ko'zda tutilgan. Ushbu qisqacha sharhda xodimlarni saqlab qolish maqsadi ≥85% etib qayta belgilandi.

Strategiya qanday amalga oshiriladi

Hisobdorlik institut yo'nalishidan shaxsiy ish va tasdiqlangan yaxshilanishgacha davom etadi



Monitoring va ko'rib chiqish davri

Har oy

Joriy faoliyat monitoringi

→ Har chorak

Strategik natijalarni ko'rib chiqish

→ Har yili

Strategiyani ko'rib chiqish

→ Chora

Takomillashtirish va keyingi nazorat

Oraliq ko'rib chiqish: 2023/2024 • Reja yakunini ko'rib chiqish: 2026

Past natijalar uchun tuzatish chorasi, mas'ul va muddat belgilanadi. Bajarilish tasdiqlanadi, imkon bo'lsa samaradorlik tekshiriladi. Muddati o'tgan yoki yuqori xavfli masalalar yuqori rahbariyatga chiqariladi.

Yo‘nalishimiz

TMCI Rejasi malakali kadrlar va ishonchli tizimlarni ta’lim sifati, talabalar muvaffaqiyati va institutning barqaror o‘sishi bilan bog‘laydi.



Kelajak talablariga tayyor ta’lim, xalqaro aloqalar va uzluksiz takomillashuv ushbu yo‘nalishning markazida qoladi.

Ertangi kun yetakchilarini tarbiyalaydigan global akademiya

TMCI-SP-2021-01, 1.0-versiyaning ommaviy qisqacha sharhi. Reja davri: 2021-yil 25-oktabr–2026-yil 31-dekabr. 2021-yil 25-oktabrda tasdiqlangan va kuchga kirgan rasmiy Strategik reja asosiy hujjat bo‘lib qoladi.